

**Concordia University
Council of the John Molson School of Business
Minutes of the meeting held Friday, October 19, 2001**

Present: T. J. Tomberlin (Chair)
J. Ahuactizin (CASA), K. Argheyd (Mana.), C. Basmaji (CASA), C. Bayne (DS&MIS)
H. Bhabra (Fina.), S. Bognar (Mana.), R. Chandra (Mktg.), C. Draimin (Acco.),
J. Etezadi (DS&MIS), R. Ferguson (MBA), G. Fisher (Econ.), I. Fodor (CASA), J. Hall
(Mana.), A. B. Ibrahim (Assoc. Dean), J. E. Jans (SGS), A. Joy (Mktg.), G. Kanaan
(Assoc. Dean), G. Kersten (DS&MIS), R. Knitter (Mana.), B. MacKenzie (Reg.),
B. Mandelos (CASA), D. Morin (Assoc. Dean), T. O'Connell (Mana.),
R. J. Oppenheimer (Mana.), D. Peltier-Rivest (Acco.), S. Ray (Mktg.), S. Robinson
(Acco.), J. S. Rosenblatt (Assoc. Dean), C. A. Ross (Mktg.), M. Sharma (DS&MIS),
P. Tragoulas (CASA)

I Call to Order

The meeting was called to order at 09:40.

II Closed Meeting

There were no items for the Closed Meeting.

III Open Meeting

IV Approval of Agenda - JMSB-2001-07A

It was moved by M. Sharma and seconded by J. Hall that Council approve the agenda with the following change in proceedings: item IX, Report: Graduate Programs, Research and Program Evaluation will be dealt with immediately after item VII, Council Elections.

The motion was carried unanimously.

V Approval of the Minutes - JMSB-2001-06M

It was moved by M. Sharma and seconded by J. Hall that Council approve the minutes of the Council meeting held September 28, 2001.

The Chair confirmed that the Research Committee of the John Molson School of Business will prepare a document concerning the proposed \$500 research incentive for faculty who supervise M.Sc. students.

The motion was carried unanimously.

VI Chair's Remarks and Question Period (15 minutes maximum)

J. Tomberlin reported that the University, ahead of schedule in wiring a private pc network for all Hall building classrooms with a capacity of 50 students and public student areas, will soon begin wiring smaller classrooms and public areas in the Guy Metro building. The University is considering offering students a three-year financing arrangement on the purchase of laptop computers with a wireless pc chip. The program curriculum committees have been asked to discuss the affect of mandatory laptops on teaching methods.

With regard to issues concerning building maintenance discussed at the Council meeting of September 28th, the Chair advised that Ms. N. Gagnon, Property Manager, O&Y Presud, will join the department Chairs at their next meeting. He agreed to convey comments regarding the obtrusive size of the new podiums in the new "intelligent" classrooms to the Vice-Rector.

In conclusion, the Chair reported that an embargoed article to appear in Sunday's *London Financial Times* ranking fifty business schools world-wide, ranks the John Molson School of Business third in Canada and fortieth in the world. Congratulations for this major success go to W. Taylor, A. Hochstein, S. Nelson, L. Hreha, and N. Martin

VII **Council Elections**

- i) Three full-time faculty members to represent the John Molson School of Business on the Faculty Tribunal Pool in accordance with the Policy on the Establishment of Tribunal Hearing Pools [US-2001-7-D4 attached] - JMSB-2001-07A-01.
B. Barbieri, D. Kira and M. Sharma were elected by acclamation to represent the John Molson School of Business on the Tribunal Hearing Pool for the two-year period effective September 1, 2001 and terminating August 31, 2003.
- ii) One full-time faculty member to replace G. Korda on the Student Request Committee effective immediately and terminating May 31, 2002.
S. Bognar was elected by acclamation to sit on the Student Request Committee effective immediately and terminating May 31, 2002.
- iii) One undergraduate student to serve on the Student Request Committee effective immediately and terminating May 31, 2002.
B. Mandelos was elected by acclamation to sit on the Student Request Committee effective immediately and terminating May 31, 2002.

VIII **Business Arising from Previous Meeting**

Reports from revenue generating programs

- i) Aviation MBA Program (postponed until November 9, 2001)

- ii) Executive MBA Program - JMSB-2001-06A-05

It was moved by M. Sharma and seconded by C. Bayne that Council grant speaking privileges to W. Taylor, Director, Executive MBA Program.

The motion was carried unanimously.

W. Taylor reported an enrolment of thirty-five students, the highest enrolment since 1990. He remarked on the excellent GMAT scores of the entrants, who once again have been recruited from the larger companies, and the bright financial picture with the highest surplus in the history of the MBA program. The outlook for next year is challenging in light of the serious downturn in the economy and the after affects of September 11th. Marketing efforts will focus on the "best value in executive education", a claim supported by the upcoming issue of the *London Financial Times*.

With regard to the Executive MBA in Paris, W. Taylor expressed optimism that there will be sufficient enrolment to start classes April 5, 2002 as projected. He emphasized the no-risk agreement and the importance of establishing two sites to add to the stature and prestige of the program.

A discrepancy between the cost of the laptops in the EMBA and the cost of the laptops in the Investment Management Programs was noted. W. Taylor responded that \$3,000 was budgeted for the hardware and software for each student. Since many of the students have their own laptops, discontinuing the practice of supplying laptops is being considered.

It was suggested that in future, the statistics indicate the number of men and women enrolled rather than the number of males and females.

In response to a question about the allocation of the surplus, W. Taylor advised that the surplus was absorbed into the budget of the School.

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It was moved by B. Ibrahim and seconded by M. Sharma that Council receive the Executive MBA Program report, JMSB-2001-06A-05.

The motion was carried unanimously.

A vote of thanks to W. Taylor was moved by M. Sharma and seconded by J. Etezadi.

The motion was carried unanimously.

iii) Goodman Institute of Investment Management - JMSB-2001-06A-06

It was moved by D. Morin and seconded by M. Sharma that Council grant speaking privileges to G. Lowenfeld, Director, Goodman Institute of Investment Management.

The motion was carried unanimously.

G. Lowenfeld reported that the Goodman donation of \$2M was still intact. The start-up costs have been covered by the interest. Twenty-three students, the break even for the program, registered in September - fifteen in Toronto and eight in Montreal. The tuition fee of \$36,000 and the cost of the laptops have been spread over a three-year period which accounts for the discrepancy noted between the cost of the EMBA laptops and the Investment Management laptops. He agreed that the laptops should be discontinued. Our students are aware that Queen's students who share the Toronto video conferencing facilities pay \$65,000 tuition and are not supplied with laptops. He stressed the need to set up our own Video Conferencing facilities that can be shared or rented out to other users when not used by the program. The future of the program will depend on the reaction of the investment management community. On the bright side, the CFA membership has grown by 20% this year and continues to grow. Ten information sessions have been scheduled and recruitment for the next class will begin in November.

It was moved by C. Bayne and seconded by M. Sharma that Council receive the Goodman Institute of Investment Management report JMSB-2001-06A-06.

The motion was carried unanimously.

iv) Executive Development Program - JMSB-2001-06A-07

G. Lowenfeld described the challenges for the program that offers both two-day public seminars and in-house seminars. The economic downturn has caused lay-offs resulting in cancellations and the anthrax scare is taking a toll on this business that depends on direct mail.

In response to a suggestion that an e-mail database would reduce postage costs, G. Lowenfeld advised that statistics have shown that because the business is so fast moving, the database is obsolete by the time it is sold.

It was moved by J. Hall and seconded by C. Bayne that Council receive the Executive Development Program report, JMSB-2001-06A-07.

The motion was carried unanimously.

In response to a question, G. Lowenfeld explained that according to the format approved by Council the "Contribution to the University" accounts for the profits and the administrative salaries. During the ensuing discussion, it was agreed that the Steering Committee would review the format for revenue generating program reports and make recommendations to Council on an improved format at the next meeting of Council.

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- v) Institute for the Development of Minority Communities - JMSB-2001-06A-08
C. Bayne reported that in addition to the commitment to the Cree efforts were being made to develop programs for the Black Community in youth entrepreneurship and the Bangladesh community.

It was moved by G. Kanaan and seconded by J. Hall that Council receive the report of the Entrepreneurship Institute for the Development of Minority Communities, document JMSB-2001-06A-08.
The motion was carried unanimously.

- vi) Revision of membership of the Council of the John Molson School of Business - addition of the Director of Information Systems - JMSB-2001-07A-02.
It was moved by M. Sharma and seconded by J. Hall that Council approve the revision of the membership of the Council of the John Molson School of Business to add the Director of the JMSB Information Systems as a non-voting member and to change the name of the Faculty from the Faculty of Commerce and Administration to the John Molson School of Business as presented in document JMSB-2001-07A-02.

The Chair commented that the Task Force to Review the CIT had recommended that an Associate Dean be appointed to administer and lead the School's information systems. It was subsequently decided to appoint a Director of to avoid diluting the votes of non-administrators on Council.

The motion was carried unanimously.

- vii) Revision of the Membership and Mandate of the JMSB Council Steering Committee - JMSB-2001-07A-03.
It was moved by J. Hall and seconded by M. Sharma that Council approve the revised membership and mandate of the Steering Committee of the Council of the John Molson School of Business as presented in document JMSB-2001-07A-03

The mover and the seconder agreed to amend the motion to add one administrative staff member of Council, elected by the Council.

C. Basmaji confirmed that CASA preferred to have one member on the Steering Committee which has been the practice for several years.

An objection was raised about CUPFA having the right to appoint a member of the part-time faculty to the membership of the Council Steering Committee. The Chair advised that the appointment of part-time faculty members to various Faculty and University committees was included in the last CUPFA collective agreement.

It was moved by C. Drimin and seconded by R. J. Oppenheimer that the motion be tabled until the right of CUPFA to appoint members to the Steering Committee can be clarified.

(A motion to table is not debatable)

The motion was carried unanimously.

- viii) JMSB 2000-2001 Statement of Revenues and Expenses - JMSB-2001-07A-04
B. Ibrahim provided details of the School's revenues and expenses, excluding the revenues and expenses of the revenue generating programs. Some of the expenses included:

- new computers for faculty members and staff,
- software, e.g. Compustat,
- A. V. equipment,
- furniture,

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- program advertising,
- the promotional program for the launch of the name change of the Faculty, a one-time expense,
- course development for new programs e.g. GAMBA and the Graduate Certificate in E-Business,
- faculty recruitment,
- travel and conference expenses,
- University overhead,
- improvement and renovation of facilities
- loss of the annual funding for the Ph.D. program although the staff for the program has been increased,.

J. Tomberlin explained that the previous Dean had argued that the Faculty had historically been under funded. Rather than accepting the budget cuts over the past six years, the cut was treated as an annual expense. Although the Faculty has a deficit this year, the new funding formula, the increase in international students, continued entrepreneurial efforts and vigilance in assuring that the Faculty receives the additional funding available for IT programs should lead to a balanced budget next year.

It was pointed out that many of the international students need additional help with language skills. Students complain that the School takes their money and then they fail out of the University. J. Tomberlin agreed that this issue must be addressed. He advised that the School has established an agreement between the China recruiting agent and Continuing Education for new students on a four-year program to spend up to three semesters in English language courses.

IX **Report: Graduate Programs, Research and Program Evaluation - Curriculum Revisions**

i) Graduate Certificate in e-Business

It was moved by D. Morin and seconded by M. Sharma that Council approve the curriculum revisions for the Graduate Certificate in e-Business as described in document JMSB-2001-07-05.

D. Morin explained that one purpose for the revisions for the Diploma and Certificate Programs was to change the 500 course numbers to 600 course numbers to reflect equivalency with 600 level courses. A brief discussion took place concerning the notion of offering all courses under the MBA umbrella. It was pointed out that each program has a specific orientation and not all programs have the identical entrance requirements as the MBA Program.

The motion was carried unanimously.

D. Morin provided highlights of the documented revisions.

ii) Executive MBA Program

It was moved by D. Morin and seconded by M. Sharma that Council approve the curriculum revisions for the Executive MBA Program as described in document JMSB-2001-07A-06.

The motion was carried unanimously.

iii) Diploma in Accountancy - JMSB-2001-07A-07

It was moved by D. Morin and seconded by M. Sharma that Council approve the curriculum revisions for the Diploma in Accountancy Program as described in document JMSB-2001-07A-07.

The motion was carried unanimously.

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- iv) Diploma in Administration - JMSB-2001-07A-08
It was moved by D. Morin and seconded by M. Sharma that Council approve the curriculum revisions for the Diploma in Administration as described in document - JMSB-2001-07A-08. The motion was carried unanimously.
- v) Diploma in Sport Administration - JMSB-2001-07A-09
It was moved by D. Morin and seconded by M. Sharma that Council approve the curriculum revisions for the Diploma in Sport Administration as described in document JMSB-2001-07A-09. The motion was carried unanimously.
- vi) Graduate Certificate in Administration - JMSB-2001-07A-10
It was moved by D. Morin and seconded by M. Sharma that Council approve the curriculum revisions for the Graduate Certificate in Administration as described in document JMSB-2001-07A-10. The motion was carried unanimously.
- vii) Investment Management Program - JMSB-2001-07A-11
It was moved by D. Morin and seconded by M. Sharma that Council approve the curriculum revisions for the Investment Management Program as described in document JMSB-2001-07A-11. The motion was carried unanimously.

X **CGSA Report** There was no report.

XI **Report: External Affairs and Executive Programs**

On behalf of J. Rosenblatt, J. Tomberlin reported the success of the recent launch of the Graduate Certificate in E-Business. The next major event will take place on November 27th when JMSB Awards of Distinction will be given to:

- Ken Woods, Donor for the JMSB Ken Woods Portfolio Management Program
- Christina Keon Sirsly, Vice-President of Information Services for VIA Rail
- Christiane Germain, Senior Management, Germain-des-Près Development Group
- Paul Delage Roberge, CEO, Les Boutiques San Francisco and Les Ailes de La Mode

He also reported that National, the public relations firm contracted by JMSB, advises that the JMSB lay low until the furor about the CSU fades. At that point, the unique success of the School in attracting an increased enrolment of higher quality students will be publicized.

XII **Report: Administrative Affairs and Human Resources**

B. Ibrahim reported that the renovation of storage space is being considered to meet the urgent need for space to provide student support. He advised that transparent processes are in place for the allocation of standard computer equipment, markers and tutorials. In response to a request, he agreed to discuss with the department Chairs the feasibility of allowing faculty members to carry over unspent travel funds at year-end. To-date, the balances left in these funds at year-end are returned to the University.

XIII **Report : Undergraduate Programs, Academic and Student Affairs**

- i) Curriculum Revisions -
Minor change to the prerequisites of COMM 224 - JMSB-2001-07A-12
G. Kanaan advised that the revision would be helpful in attracting new co-op students to allow them to take COMM210, COMM212 and COMM224 concurrently.
- It was moved by G. Kanaan and seconded by C. Bayne that Council approve the minor change to the prerequisites of COMM224 as presented in document JMSB-2001-07A-12.*

XIV CASA Report

C. Basmaji reported:

- the success of the CASA alumni dinner,
- bi-elections for two independent directors to be added to the Board of Directors are underway
- approximately 150 students are expected to attend the annual Sports Marketing Seminar will take place November 8th - 10th

With regard to the CSU petition, she reported that 3,000 signatures had been obtained however, due to the resignation of the President of the CSU, the petition was invalid. A recall election will take place November 27, 28 and 29. CASA will campaign to ensure that students participate in the election.

A brief discussion ensued regarding a CASA's opportunity to benefit from a renewed relationship with Zoom Media advertising in the GM building. It was agreed that it would be prudent to maintain the status quo with the relationship with Zoom Media until the new year.

In response to CASA's proposal to help recruit students and promote the benefits of student life at the John Molson School of Business, G. Kanaan welcomed their assistance with the recruitment plan of the Office of the Associate Dean, Undergraduate Programs and the Open House on October 28th.

XV Reports from School Representatives on University Committees

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|-------|---|----------------------|
| i) | University Senate | There was no report. |
| ii) | Arts and Science Faculty Council | There was no report. |
| iii) | Senate Academic Planning and Priorities | There was no report. |
| iv) | Senate Academic Programs Committee | There was no report. |
| v) | Senate Research Committee | There was no report. |
| vi) | University Library Committee | There was no report. |
| vii) | Undergraduate Scholarships and Awards Sub-committee | There was no report. |
| viii) | Board of Governors | There was no report. |
| ix) | <u>Council of the School of Graduate Studies</u> | |

J. Jans reported that Concordia is co-hosting the meeting of the Canadian Association of Graduate Schools next week. Attendees include representatives from Europe, Australia and New Zealand who are interested in the North American model of Graduate School.

XVI New Business

XVII Other Business

XVIII Adjournment

It was moved by J. Hall and seconded by D. Morin that the meeting be adjourned.

The motion was carried unanimously.

The meeting was adjourned at 12:10.

XIX Next meeting

The next regular meeting of Council will take place Friday, November 9, 2001 at 09:30 in room GM403-2.